



Office of Science Restructuring Project

Site Visits August 2002

Ed Cumesty
Project Manager

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Objective: Make SC the benchmark among federal research organizations

- Reduce management layering
- R2A2s* will focus and integrate the SC organization
- Ensure line accountability integrates operational excellence with program accomplishment
- Base operational requirements primarily on external standards and use external certifications to enhance performance-based management
- Simplify internal processes and employ an enterprise wide web-based management system
- Increase the productivity of the Federal workforce

**Roles, Responsibilities, Accountabilities and Authorities*



The President's Management Reform Agenda is a **mandate for change**

- The President's Long Term Goals
 - Bureaucracies will become flatter and more responsive
 - Focus more on results; less on process
 - Organizations now burdened with overlapping functions, inefficiencies, and turf battles will function harmoniously
 - Strengthen and make the most of the knowledge, skills and abilities of our people



Our “to be” concept is a streamlined and integrated Office of Science

**Director
Office of Science**

**Policy
&
Direction**

**Programmatic
Leadership**

**Operational
Leadership**

Enterprise Support Centers

Implementation

Laboratory Site Offices

**Office of Science Laboratory
Contractors**

**Support SC
& Other DOE
Customers**



These conditions are fundamental to successful **mission accomplishment**

- Enhanced understanding of expectations
- Clear lines of accountable authority
- User-friendly compliant support systems
 - Unnecessary requirements removed
 - Processes streamlined
 - Best practices built in
 - Web-based for SC wide use and configuration control
- Subject matter experts available for timely advice
- Meaningful self assessment throughout SC
- Positive relationships with DOE oversight and external regulators



SC will apply **project management** discipline to effect this change

- The Director is the Project Sponsor
- The Director controls the baseline
- The Principal Deputy provides guidance
- The Project Team is drawn from within SC
- Reporting and assessment parallel SC project management practices



Mission Need: Condition

“It has proven difficult for SC to successfully achieve mission objectives within current personnel and financial resources while at the same time satisfying requirements that are inappropriate, duplicative, or add far less value than the cost to comply. In some cases the requirements are DOE-wide but others result from choices made within SC. The problem is further aggravated by organizational complexities and process inefficiencies both within SC and DOE-wide”.



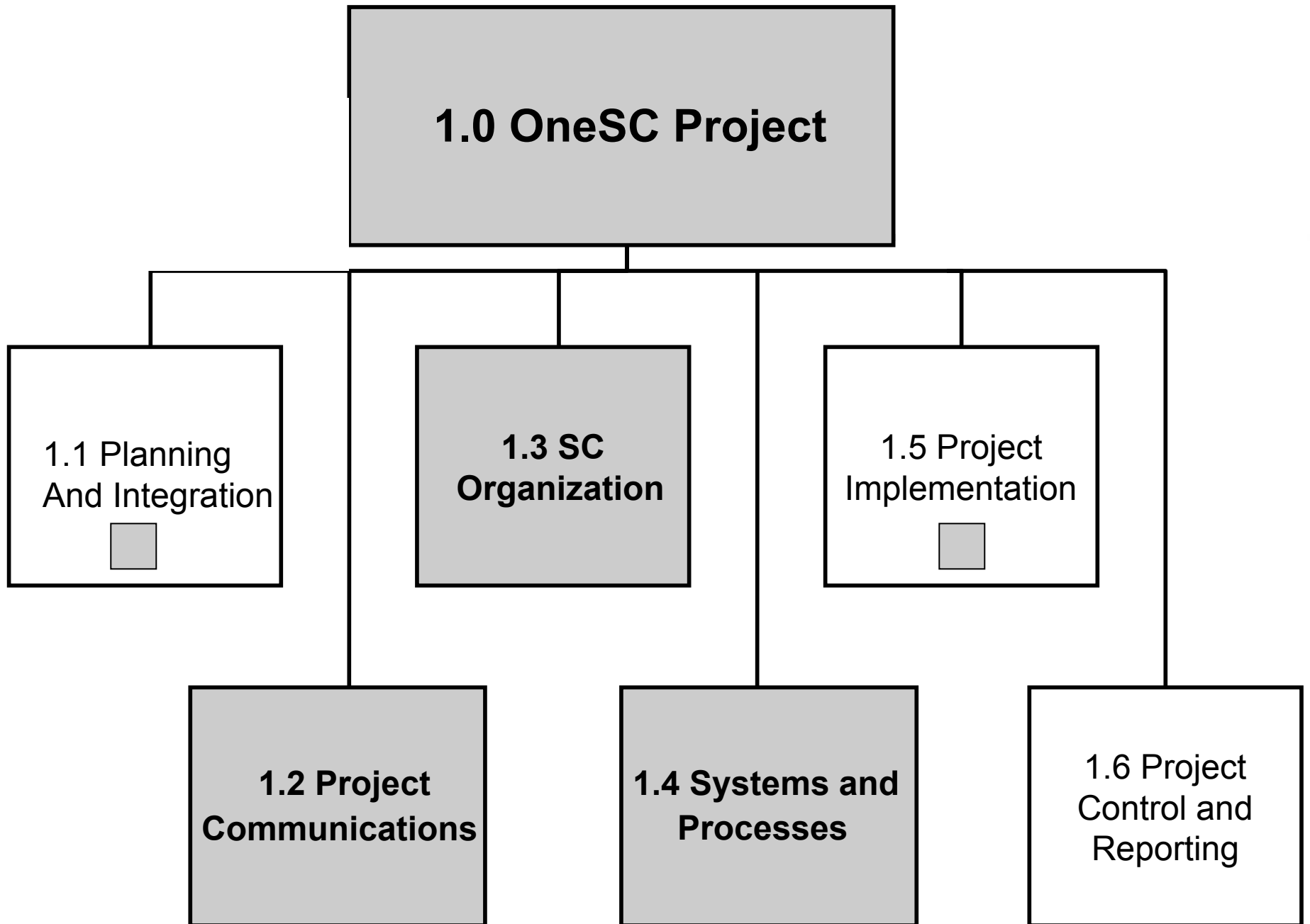
Mission Need: Result

“Whatever the cause, too often the result is a less efficient operation with poorly defined roles and responsibilities and unclear lines of authority and accountability”.



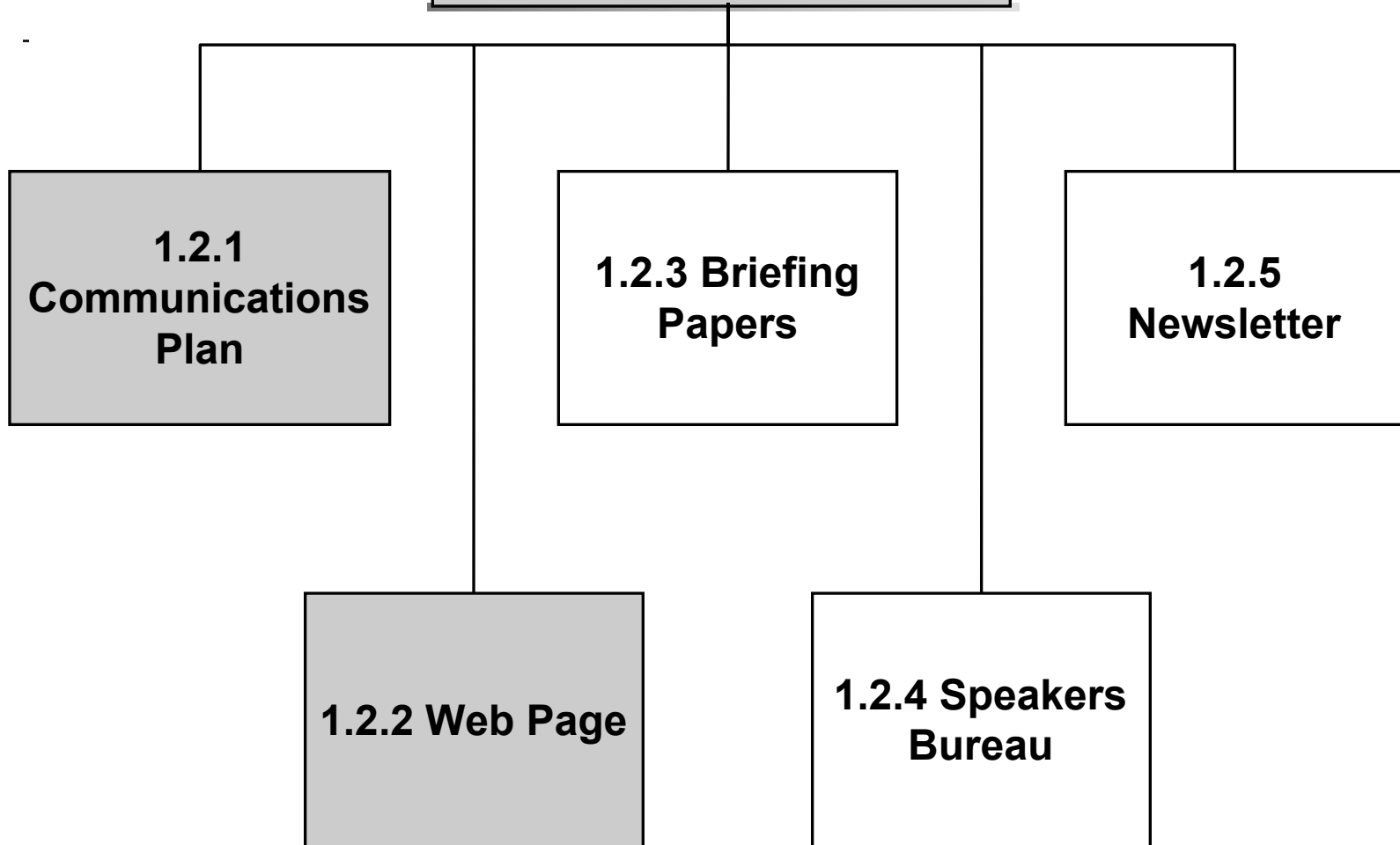
Mission Need: Objective

“This restructuring and reengineering initiative will produce a streamlined organization optimized to accomplish the SC mission, take unnecessary work out of the system, enable the federal workforce to be more productive, support improved laboratory contractor performance, and ultimately drive down the cost of doing business in both federal and contractor operations”.



1.2 Project Communications

Pitchford



1.3 SC Organization

Cumesty

1.3.1 HQ

**Thomas
Torquato**

1.3.2 Site Office

Wunderlich

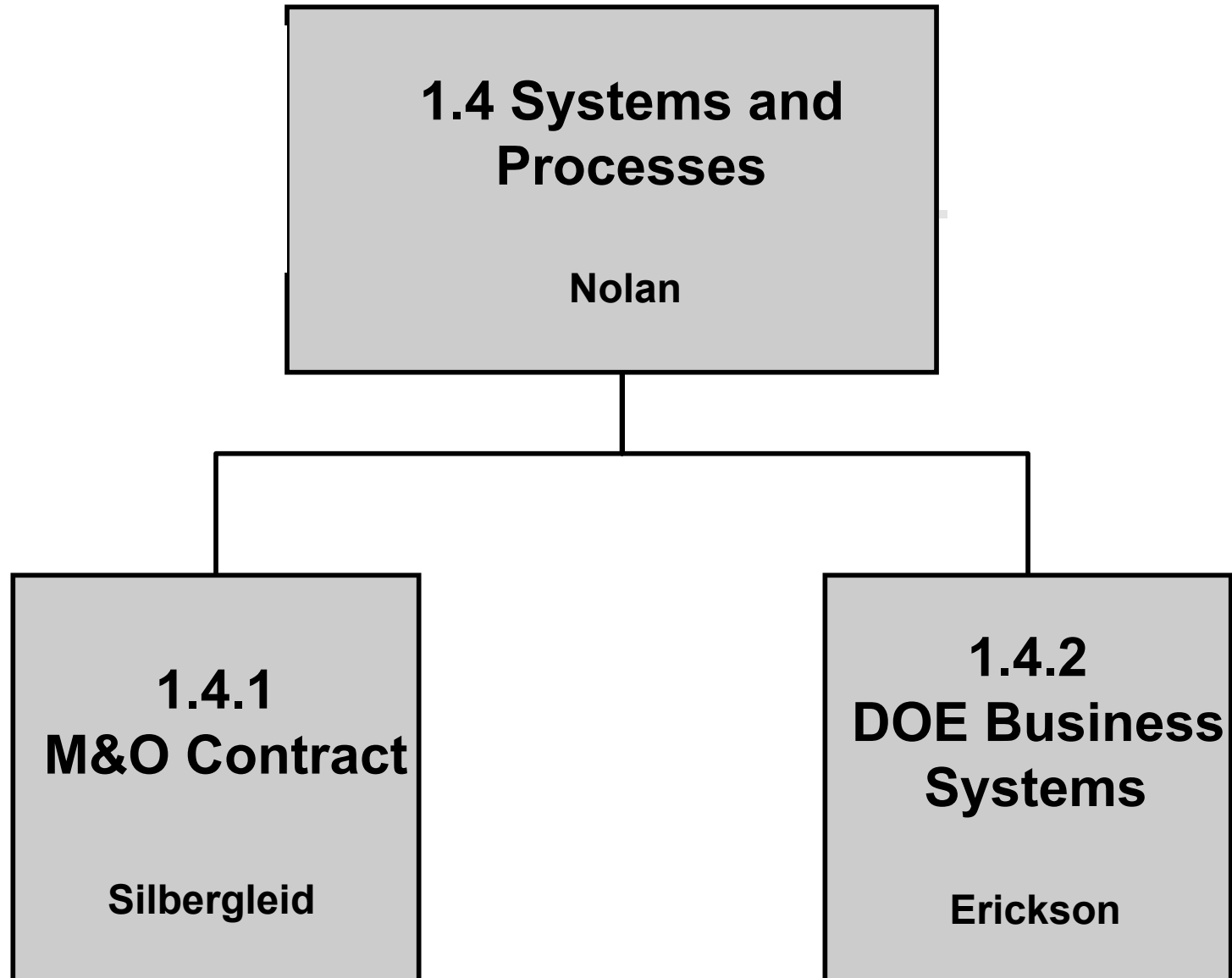
1.3.3 Support Center

Holland

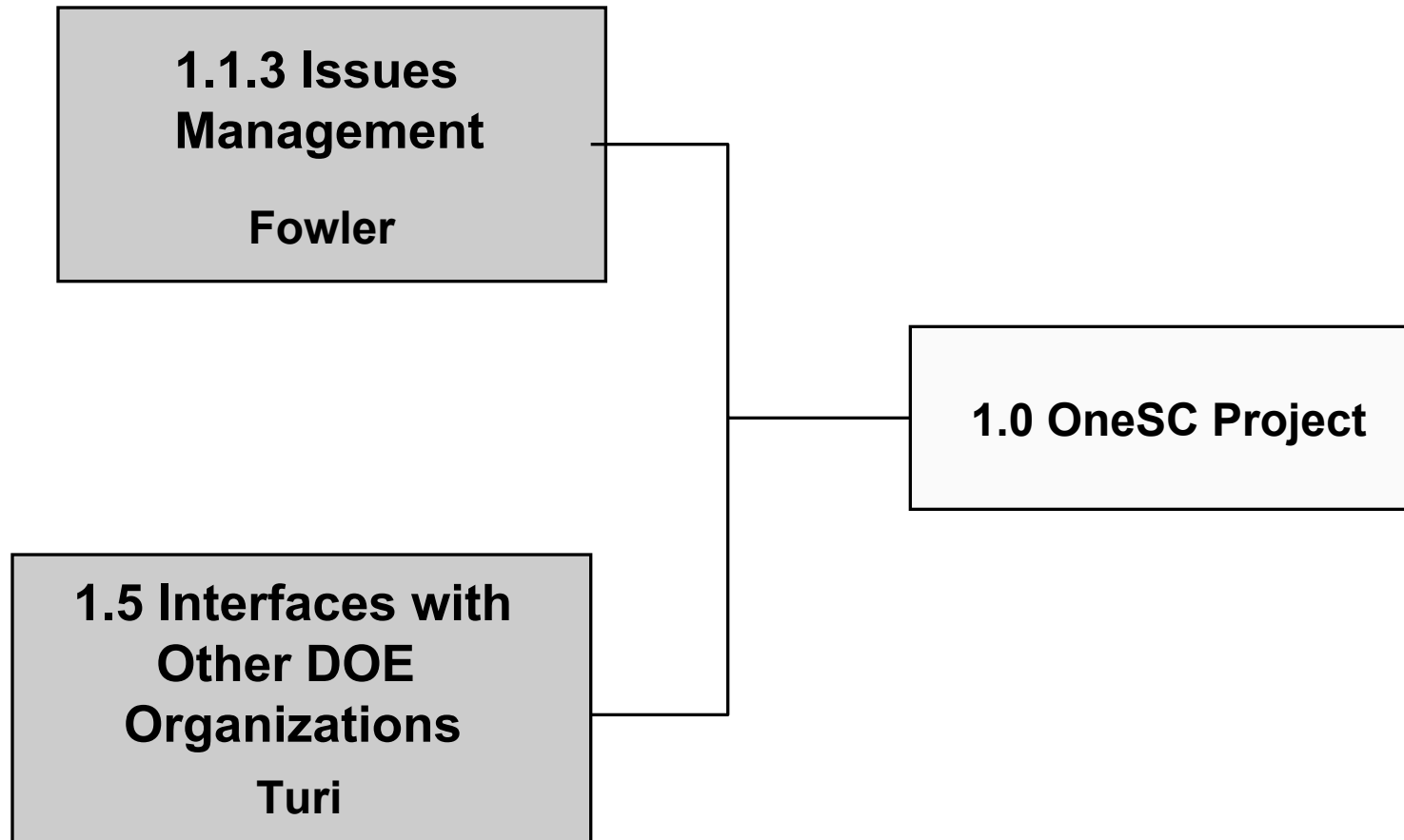
1.3.1.1 R2A2

1.3.2.1 R2A2

1.3.3.1 R2A2



Critical Elements of the OneSC Project





The project is **phased**

7/22/02
To
12/31/02

- **Phase 1: Planning & Communication**

- Approve Project Plan
- Approve Roles, Responsibilities, Accountabilities & Authorities
- Inventory & Prioritize Management Processes for Reengineering
- Map “As Is” and “to Be” Conditions
- Approve Organizational Structure & Reporting Relationships
- Assess Leadership and Make Critical Appointments

1/1/03
To
9/30/04

- **Phase 2: Implementation & Communication**

- Activate the New Organizational Structure
 - Align Delegations of Authority With Approved R2a2s
 - Link Resources & Responsibilities (Minimize personnel moves)
- Design & Commission Web-based Management System
- Simplify Requirements & Reengineer Processes

10/1/04
To
12/31/04

- **Phase 3: Completion & Communication**

- Optimize Organization & Resource Allocations
- Transition to Full Operations